

EXECUTIVE SECRETARIAT
ROUTING SLIP

TO:		ACTION	INFO	DATE	INITIAL
1	DCI		X		AA
2	DDCI		X		AA
3	EXDIR	X			
4	D/ICS				
5	DDI				
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/Pers				
14	D/OLL				
15	D/PAO				
16	SA/IA				
17	AO/DCI				
18	C/IPD/OIS				
19					
20					
21					
22					
SUSPENSE		Date			

Remarks

STAT

Executive Secretary
31 Dec 84

Date

3637 (10-81)

TRANSMITTAL SLIP		DATE 12/31/84
TO: DCI's Office		
ROOM NO. 7F 12	BUILDING HQS	
REMARKS: Attached are 3 copies of a recommendation in response to the DCI's request for Creative Problem Solving ideas.		
STAT		
STAT		
FROM		
ROOM NO. 900	BUILDING Key	EXTENSION

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED

(47)

ADMINISTRATIVE - INTERNAL USE ONLY

Excluded from automatic
downgrading and
declassification

84-10035/10

1. RECOMMENDATION: That the Agency expand and routinely resort to cross-directorate assignments of division chiefs and eventually also deputy division chiefs.

2. BACKGROUND: Much of the Agency, and particularly the DO, suffers from the problems created by "micro-management." Two aspects of micro-management are particularly rampant in this organization: first, the preference of executives to remain too closely involved with operating-level problems, rather than to provide organizational direction, policy guidance and long-range objectives; second, is the tendency to allow or, worse yet, encourage decision-making to escalate up the organizational hierarchy. The net result of elevated decision-making is to dilute the effectiveness of all subordinate employees and the entire component.

Probably most executives will agree that it is more fun to work at the operating level than at the policy/management level. Unfortunately, when executives indulge their preference for the operating level they undermine the effectiveness of their entire organization.

If a superior frequently overrides the decisions of his subordinates, they will soon routinely refer most decisions to him; this adds unnecessary demands on his time and restricts his ability to concentrate on his role as policy maker. Meanwhile the productivity of his subordinates is also diminished because the subordinates cannot finish their work until the manager renders decisions on all the issues elevated to him. And, because he's being pressured by the increased number of problems, his decisions become less thoughtful, resulting in more problems which, you guessed it, get brought back to him! It's a vicious, spiraling circle of decreasing productivity as executives renege on the unique contribution which they must make to the organization, viz., goal-setting, long-range planning and creating an environment for stimulation of new ideas.

3. DISCUSSION: The problems created by micro-management have evolved slowly and are not reversed overnight. But they can be reversed. This recommendation is one of a number of options which can begin to arrest and reverse the affects of micro-management. Other considerations include:

A. Management Training: Expand the variety and number of Agency courses, and perhaps take advantage of selected commercial courses. Require a cross-section of management training courses before officers can be considered for senior management positions. Ensure that candidates for senior management recognize that their functions will be substantially different than the operating-levels, and that they are expected to be more than merely super journeymen.

B. Planning: Stronger emphasis on medium- and long-range planning at the division and directorate level, and coordination of planning between directorates. Inter-directorate coordination of planning could be greatly expanded.

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C. Goal-Setting: Pressure senior management to devote more personal time to goal setting for their component, and then let the operating-levels find ways to achieve those goals.

It is probably difficult to convert a micro-manager to macro-management, but if it's possible to change a "TYPE A" personality (and it is), then it's possible at least to modify a micro-manager. What harm could it do?

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